

**Office of the Secretary of Defense**  
**Reserve Forces Policy Board**  
*Annual Meeting*

**AGENDA – Wednesday, September 9, 2020**  
**Session Location: Online using Microsoft Teams CVR**



**Members Present**

1. Major General Arnold Punaro, USMCR (Ret), Chairman, Reserve Forces Policy Board (RFPB)
2. Ms. Sid Ashworth, Senior Adviser with the Center for Strategic and International Studies
3. Lieutenant General David Barno, USA (Ret), Visiting Professor of Strategic Studies and Senior Fellow at the Merrill Center of the Johns Hopkins University School of Advanced International Studies (SAIS)
4. Dr. Nora Bensahel, Visiting Professor of Strategic Studies and Senior Fellow of the Merrill Center at the Johns Hopkins University School of Advanced International Studies (SAIS)
5. Lieutenant General Jody J. Daniels, U.S. Army Reserve, Chief Army Reserve
6. Mr. King W. Gillespie, CEO The Endeavor Group
7. Brigadier General John B. Hashem, U.S. Army Reserve, Military Executive, RFPB (Non-voting)
8. Rear Admiral James M. Kelly, U.S. Coast Guard Reserve
9. Ms. Laura McAleer, Associate Vice President, Federal & Washington Relations, University of Notre Dame
10. Major General Timothy E. Orr, Army National Guard (Ret)
11. Major General Matthew T. Quinn, ARNG, The Adjutant General, Montana National Guard
12. Sergeant Major Peter J. Running, U.S. Army Reserve, Senior Enlisted Advisor, RFPB (Non-Voting)
13. Major General Torrence W. Saxe, Air National Guard, The Adjutant General, Alaska National Guard
14. Mr. Robert W. Schroder, Steer Bridge Strategies
15. Lieutenant General Charles E. Stenner, Jr., U.S. Air Force Reserve (Ret)
16. Major General Roy M. Umbarger, Army National Guard (Ret)
17. Rear Admiral Linda Wackerman, USN (Ret)
18. Major General Burke Whitman, USMCR (Ret)
19. Major General Cornell Wilson, Jr., USMCR (Ret)

**Invited Guests**

1. Mr. Judd Lyons, Deputy Assistant Secretary Defense (Reserve Integration)
2. The Honorable Barbara M. Barrett, Secretary of the Air Force
3. The Honorable Matthew P. Donovan, Under Secretary of Defense for Personnel and Readiness
4. The Honorable Dr. Joseph Heck, Chairman, The National Commission on Military, National, and Public Service
5. Lieutenant General Jon Jensen, Army National Guard, Director, Army National Guard
6. Ms. Virginia Penrod, Performing the Duties of the Assistant Secretary of Defense for Manpower and Reserve Affairs
7. Lieutenant General Marc H. Sasseville, Air National Guard, Vice Chief National Guard Bureau
8. Major General William J. Walker, Commanding General, District of Columbia National Guard

**RFPB Staff**

1. Colonel Bart Pester, USMCR, Chief of Staff
2. Mr. Alexander Sabol, DoD Civilian (Designated Federal Officer)
3. Colonel Kevin Boates, ARNG
4. Colonel Robert D'Alto, ANG
5. Captain William McCabe, USN
6. Colonel Julia Hunt, USMCR

7. Colonel Darren Paladino, USAFR
8. Captain Kate Standifer, USN
9. Colonel Steve King, USAR
10. Lieutenant Samantha Maxwell, USCGR
11. Mr. Melvin Mitchell, DoD Contractor Administrative Assistant
12. Master Sergeant Quinton Duncan, USAR

#### **RFPB Consultants**

1. Colonel Mark Cancian, USMCR (Ret)
2. Major Jason Kim, USAR
3. Lieutenant Commander Lena Moore, USN
4. Brigadier General Patrick J. Cobb, ANG, Director Joint Intelligence, National Guard Bureau,

#### **The RFPB Fellows Society/Alumni**

1. Captain Matthew Berta, USN (Ret)
2. Mr. Robert Green
3. Ms. Julie Small
4. Major General Taylor, USMCR (Ret)
5. Major General Richard Wightman USAR (Ret)
6. Former RFPB Chairman Al Zapanta
7. Maj Gen Shelia Zuehlke

#### **Other Guests**

1. Lieutenant Colonel Isaac Adams, USAF, HAF-CX (USA)
2. Colonel Jennifer Ahrens, USAR, Reserve Integration/OASD/M&RA
3. Major Billy Ancheta, USAF, 459th Air Wing
4. Colonel Al Antonik, ARNG, Reserve Integration/OASD/M&RA
5. Mr. Steve Austin, Assistant Chief of Army Reserve
6. Lieutenant Colonel Bryan Bailey, USAFR, Liaison Officer to Air Force Strategy, AF-RE
7. Lieutenant Colonel Costau Bastien, USAFR, Chief/Force Transformation, AF-RE
8. Mr. Daniel Bishop, Executive Director Air National Guard, NGB CF
9. Colonel Jeanne Bisesi, USAF, AMC A4, Reserve Advisor to Director of Logistics Engineering and Force Protection
10. Chief Master Sergeant Amanda Bertrand, USAFR, DODHRA DPFSC
11. Mr. Ronald Bogle, Chairman, National Committee of the Employer Support of the Guard and Reserve
12. Sergeant Major Tracy Barlogio, USAR, Senior Enlisted Advisor, OUSD M&RA
13. Lieutenant Colonel Antony Braun, ANG, Assistant Executive Officer, Office of the Chief of the National Guard Bureau
14. Colonel Olen Bridges, ARNG, Reserve Integration/OASD/M&RA
15. Colonel Michael Burns, USAF HAF AF/AF/REP
16. Major Michael Blew, ARNG, TXARNG
17. Lieutenant Colonel Margaret Bereano. USAFR, Chief Legislative Initiatives, AF-RE
18. Lieutenant Colonel Cataleya Carlson, USAF, Speechwriter, SAF
19. Lieutenant Colonel Colette Ching, USAFR, Chief of USERRA Plans & Policy, DODHRA ESGR
20. RDML Robert Clark, USN, NRPB Vice Chairman
21. COL Daryl Chamberlain, USAR, Commander's Action Group Director, Office of the Chief of the Army Reserve
22. Major General Gregory Chaney, ARNG, TXARNG
23. Colonel Bryan Collins, USAFR, Deputy Director, AF-RE
24. Mr. Eugene Collins, DASA TRM, HQDA ASA M&RA
25. Lieutenant Colonel Gerald Cullens, ANG, ANGRC ANGRC/A1X



26. Ms. Odeyra Curcic, Senior Operations Research Policy Analyst, Advisory Committee on Industrial Security and Industrial Base Policy, Defense Counterintelligence and Security Agency
27. Colonel Sam Cook, USAR, Deputy Director Materiel, Reserve Integration/OASD/M&RA
28. Colonel Lyndy Doyle, ANG, Chief of Plans & Integration Division, NGB
29. Colonel Matthew DiNenna, ARNG, NGB
30. Major General Dawne Deskins, ANG, NGB CF
31. Colonel David Doran, ARNG, Executive Officer to the Chief NGB, OCNGB
32. Mr. Duward Till, SAF-PA
33. Colonel Jon Eisberg, ARNG, NGB
34. Colonel Mansour Elhihi, USAF, Strategy & Force Development, OUSD Policy
35. Colonel Brent Flachsbart, USARMY HQDA ASA M&RA
36. Mr. John Fedrigo, Principal Deputy Assistant Secretary, SAF MR
37. Mr. David Gonzalez
38. Brigadier General Anne Gunter, USAFR, Director of Personnel, AF-RE
39. Lieutenant General Joseph Guastella, USAF, AF-A3, Deputy Chief of Staff Operations
40. Ms. Sharlene Hawkes, Director of Communications, OUSD P&R
41. Mr. Ted Graham., Director Materiel & Facilities, Reserve Integration/OASD/M&RA
42. Major General Hubert Hegtvedt, USAFR, Deputy to the Chief of Air Force Reserve
43. Colonel Ricky Harrington, USAFR, Deputy Chief Force Management Division, AF-RE
44. Mr. Lernes Hebert, DASD Military Personnel Policy, OUSD P&R
45. Mr. Farris Hill, USAF, Deputy Director, Policy Integration, AF-RE
46. Colonel Elaine Johnson, USA OUSD P&R
47. Colonel Jason M. Knudsen, USAFR, Executive Director, Air Reserve Forces Policy Committee
48. Colonel Shariful Khan, USAFR, Reserve Integration/OASD M&RA
49. Colonel Laura Kohake, USAF, OUSD P&R
50. Ms. Lisa Lawrence, DOD Spokesperson, Public Affairs Operations
51. Mr. Paul Lekas, General Counsel, The National Commission on Military, National, and Public Service
52. Colonel Markus Lewis, USAR, Military Executive, Army Reserve Forces Policy Committee
53. Mr. Thomas Liuzzo, Assistant Director for Military Compensation, OUSD P&R
54. Ms. Susan Lukas, Director Legislative & Military Policy, Reserve Organization of America
55. Colonel Bernadette Maldonado, USAF, Military Advisor, SAF-MR
56. Lieutenant General Michael Loh, USAF, NGB CF
57. Lieutenant Colonel Gloria Moran, USAFR, Strategic Plans Chief, AF-RE
58. Mr. David Maly, DODHRA, Defense Travel Management Office, Policy and Regulations Branch
59. Colonel Michaelle Munger, ARNG, Reserve Integration/OASD/M&RA
60. Colonel Bradley Martsching, ARNG, Executive Officer to the DARNG
61. Staff Sargent Gale Mitchel, ARNG, Administrative Specialist, DC Army National Guard
62. Colonel John Mountford, USA, OUSD P&R
63. Ms. Noel Christina Nolta, SES, USAF SAF-MR
64. Major General Tracy Norris, ARNG, Adjutant General, Texas
65. Major General Boyd Parker, USAF, AF-A5, Mobilization Assistant
66. Sergeant Major Jacob Phillips, USMCR, Sergeant Major 1<sup>st</sup> Civil Affairs Group
67. Captain Christopher Peppel, USN, Special Assistant for Reserve Matters, Assistant Secretary of Navy, Manpower & Reserve Affairs
68. Mr. Todd South, Military Times Reporter
69. Brigadier General Jerry Prochaska, ARNG, DCG CAC
70. Colonel Christopher Quale, Chief Integration Branch, OUSD Intel & Sec
71. Colonel Toni Rainey, USAR, Division Chief, DAAR, Office of the Chief of the Army Reserve
72. Colonel Todd Riddle, USAFR, Executive Officer to CAFR
73. Senior Master Sergeant John Robey, USAF NGB A1 (USA)
74. Mr. Joel Ridenour, CIV DODHRA DTMO



75. RDML Eric Ruttenberg, USN, COMNAVWARSSYSCOM
76. CAPT Daryl Schaffer, USCGR, Reserve Integration/OASD/M&RA
77. Captain Charles Wheeler, USN, Reserve Integration/OASD/M&RA
78. Colonel Peter Schmidt, USAR, Reserve Integration/OASD/M&RA
79. Captain David Schopler, USN, OSD OUSD Policy
80. Captain Craig Schorr, USN, NAVREG SE RCC Fort Worth, TX
81. Lieutenant General Richard Scobee, USAFR, AF-RE
82. Colonel David Sheehan, USMCR, Reserve Integration/OASD/M&RA
83. Mr. Scott Sharp, NG NGB ARNG
84. Lieutenant Colonel Tim Zeisset, USAR, Office of the Chief of Army Reserve
85. Colonel Brian Stahl, USAF, Strategy and Force Development, OUSD Policy
86. Captain Dante Terronez, USN, OUSD P&R
87. Colonel Brian Thomas, Strategic Analysis, G1, Office of the Chief of Army Reserve
88. Chief Warrant Officer 2 William Tucker, ARNG, Aide-de-Camp to the Adjutant General, Alaska
89. Ms. Christina Trader, Special Assistant, OUSD P&R
90. Colonel Jacob Skugrud, USAFR, Deputy Director Construction, Reserve Integration/OASD/M&RA
91. Major Riane Ulrich, USAF, Chief of Executive Communications, AF-CC
92. Captain Robert Underhill, USN, Executive Director, Employer Support of the Guard and Reserve
93. Colonel Tracy Smith, ANG, Director for Integration, Reserve Integration/OASD/M&RA
94. Captain Andrew Van Tress, ANG NGB
95. Chief Master Sergeant Warisar Villarreal, USAF, Senior Enlisted Advisor, DODHRA DPFSC
96. Major General Gregory White, ANG, Director of Space Operations, NGB-SO
97. Lieutenant Colonel Dani Williams, ARNG, Chief Action Group, OCNGB
98. Colonel Mary Wilson, USAF, HAF SAF
99. Lieutenant Colonel Daniel Wittmer, ANG, NGB A8
100. Colonel Mary Wilson, USAFR, Reserve Advisor to Deputy Assistant Secretary for Reserve Affairs

**The Reserve Forces Policy Board (RFPB) held a quarterly meeting in Washington, DC on September 9, 2020 utilizing the Commercial Virtual Remote tool Microsoft Teams**

**0845 – Administrative Time**

**– Colonel Robert D’Alto, RFPB Staff**

- Col D’Alto conducted a roll call and validated call-in numbers prior to admission and informed attendees how to ask speakers questions, how the attendees were to use the “raise your hand” icon on the menu bar, or to contact Col D’Alto or COL Boates using the private chat function within MS Teams to pose questions.

**0854 – Moderator Opening Comments**

**– BG John Hashem, Military Executive**

- BG Hashem called on the Chairman to introduce speakers and gave additional instructions for the attendees to ensure their video and audio were turned off unless they were presenting or asking a question in order to preserve bandwidth. He also noted that the meeting was conducted in open session and being recorded.

**\*\*Start of Meeting\*\***

**0855 – Open Session Opening Comments**

**– Mr. Alex Sabol, Designated Federal Officer**



- Mr. Alex Sabol introduced himself as the Designated Federal Officer, called the meeting to order and announced, as required by the Federal Advisory Committee Act (FACA), that the USD P&R approved the opening of the meeting online using MS Teams and conference phone line and the agenda. He also stated that the Board had a quorum and noted no persons had submitted requests to appear before the Board.

– **Major General Arnold L. Punaro, USMCR (Ret), Chairman, RFPB**

- Chairman Punaro administratively opened the Board to conduct required business. He welcomed members, new members and nominated members, staff, and invited guests.

**0900 – Under Secretary of Defense for Personnel and Readiness**

– The Honorable Matthew Donovan

- Secretary Donovan opened by noting the Reserve Component (RC) makes up 38% of the Total Force and is indispensable to the core functions of the Department. He stated that the RC has recently played a critical role in the Nation's response to COVID-19 as well as wildfires and hurricanes, while continue to deploy overseas, and that the RC plays an increasing operational role around the globe.
- He stated that while the RC has changed, the Department's personnel practices have not always kept up with changes, and the DoD loses access to some talent due to antiquated policies.
- Secretary Donovan briefed that the 2018 National Defense Strategy (NDS) has refocused the Department on Great Power competition with two near peer competitors, while the United States has only half the manpower today when compared to the end of the Cold War.
- He noted that the NDS has refocused us to reverse strategic atrophy that took place over the last thirty years, and the Department can't successfully execute the NDS without the RC. He said that he is using the NDS as a guide and is focused on the year 2030, seeking to build a technologically advanced future force consisting of AC and RC units that is:
  1. Strategically ready
  2. Globally relevant
  3. Flexibly sustainable
- He emphasized that digital modernization is critical to tap into unique RC skillsets.
- He stated that in this competitive environment, we must retain our ability to recruit, train, and retain talent from a younger generation through talent management in the information age.
  - The Department must appeal to the expectations from this generation – what can we offer that will attract someone over a corporate job?
  - The RC will play a larger role for those who want to have two careers, and we must make it easier to move between components and the civilian sector with more flexibility.
  - Duty Status Reform will help in the effort.
  - Autonomy and work-life balance is also a big factor, where productivity is more important than face time.
- Secretary Donovan said that digital modernization is key across the Department and we are at risk as our adversaries seek to overtake us.
  - Our current workforce must be at a higher level of digital readiness, and our culture must be digitally centric, data based, and results driven.
  - The RC offers high tech talent from private enterprise.
- He said that China has recognized the importance of their RC in warfighting functions and has now centralized control of it under the Chinese Communist Party.
- Secretary Donovan then offered to take questions from the Board and Chairman Punaro asked about generation Z, noting that they are motivated by corporate responsibilities/core values and maintaining work/life balance. Chairman Punaro asked how could the RC organize more around high technology? Secretary Donovan noted Cyber as one area of particular interest from Governors, and also stated that the RC provides the opportunity to move around and do different things, with permeability an extremely important factor.



- The Chairman mentioned Rand working an analysis on employer support and asked if Secretary Donovan had any concerns. Secretary Donovan answered that education is critical, and employers must understand the benefits they get from an RC employee. He preferred the “carrot verses the stick” and stated Reserve Integration was doing an excellent job in the area of education.
- Chairman Punaro thanked Secretary Donovan for addressing the Board.

### **0930 – The National Commission on Military, National, and Public Service**

– The Honorable Dr. Joseph Heck, Commission Chairman

- Dr. Heck briefed the RFPB on the National Commission on Military, National and Public Service.
- He began by stating the Commission was created thru the FY2017 NDAA to conduct a review of military service and consider methods to increase participation in military, National and public service. He said that the overall mission was to listen to the public, learn from those who serve, and recommend to the President, Congress and the American people ideas to foster a greater ethos of military, National, and public service to strengthen American democracy.
- He stated that the final report addresses a two-part mandate, increase participation in Service and the Selective Service System (SSS). He said that it took 2.5 years of research, traveling to 22 states and 44 cities to gather individual thoughts on service and why or why not people serve.
- He briefed that there should be a move from spirit of service to a culture of service, and that the final report has 164 discrete recommendations that focus on 5 lines of effort:
  - The first line of effort is Vision 2031: an expectation of service where every individual is exposed to service opportunities thru their lifetime.
  - Second line is the elevating all forms of service by elevating the concept of service.
  - The third line is advancing military, National, and public service by identifying barriers to service and providing recommendations to remove them.
  - The fourth line is strengthening emergency National mobilization by improving the system to draw on American’s talents, skills, and abilities.
  - The fifth is to extend the Selective Service registration to all Americans, to include women.
- For military service, recommendations focused on 2 major goals:
  - Strengthen the military by creating a more resilient, capable and stronger All Volunteer Force.
  - Narrow the civil-military divide.
- Dr. Heck then explained the Commission’s findings on how to improve military outreach around the country:
  - Increase civilian access to military installation, such as thru tours.
  - Increase engagement with community based youth programs.
  - Develop incentives to increase outreach in historically low-propensed areas.
  - Call on state governors and local officials to remove barriers of access, especially in schools.
  - Use Guard and Reserve units to develop community partnerships and increase exposure.
  - Call on members of Congress, as well as federal, state, local, and tribal officials to increase awareness of military service opportunities
- Dr. Heck then provided the Commission’s recommendations to increase opportunities for youth to explore service. Key components are:
  - Increase JROTC to 6,000 units by 2031, ensuring equitable distribution across the country and adapting curriculum to include exposure to all service opportunities.
  - Call for service-learning opportunism for youth thru existing programs such JROTC, Starbase, and National Guard Youth Challenge.
  - Share best practice for state academies of leadership in middle schools.
  - Promote ASVAB CEP administration.
- He then spoke about strengthening military recruiting and marketing to improve the sustainability of the AVF by making recruiting and marketing more cost-effective, innovative and dispersed to appeal to men and women from all over the USA.



Key components are:

- Invest in and incentivize Hometown Recruiting Programs, pay for TDY costs
- Fund multi-year military marketing and advertising
- Study the efficacy of legacy models and identify ways to use modern information platforms
- Dr. Heck then discussed the Commission's findings to develop educational pathways for military service. Key components are:
  - Expanding opportunities for education prior to and during military serve by providing tuition grants for pre-service professional degrees and certification in exchange for service.
  - Strengthening existing platforms for growing digital talent by expanding access the Cyber Leadership Development Program and Cyber Institutes.
- The Commission's recommendations on National mobilization has three major goals:
  - Defend the Nation by maintaining the Selective Service System.
  - Modernize the system for mobilization.
  - Have a qualified and capable force to meet national security needs.
- DoD's must address critical skill personnel needs in time of an emergency while preserving fairness
- Readiness of the National Mobilization System must be improved to ensure it operate an as an effective insurance policy.
- Selective Service registration should be expanded with a goal to leverage the full range of talent, skills, and abilities available during a nation emergency, with a recommendation is to include women in Selective Service registration.
- In conclusion, Dr. Heck stated the Commission had completed its work and House Resolution 6415 supported the Commission's work and recommendations.
- Chairman Punaro requested the Personnel Subcommittee to look at Commission's recommendations and see what the RFPB can do to support them and what is in RFPB's purview and what should be recommended to the Secretary of Defense.
- All information about Commission can still be found on the website at:  
[www.inspire2serve.gov/content/research](http://www.inspire2serve.gov/content/research)

#### **1000 – District of Columbia National Guard Support to Civil Authorities**

- Major General William J. Walker, USA, Commanding General
- MG Walker briefed on the D.C. National Guard's role in supporting Civil Authorities in the District and the response operations and spoke to actions at the tactical level, focusing on lessons learned and recommendations for future response efforts.
- He began by providing a brief history on his position and the D.C. National Guard:
  - MG Walker is the 23<sup>rd</sup> Commanding General, D.C. National Guard.
  - The position of Commanding General., D.C. National Guard was authorized by President Thomas Jefferson in 1802 and is Presidentially appointed with direct reporting to the Secretary of the Army.
  - The D.C. National Guard is always in a federalized status (normally under Title 32) and their role is extremely different in how it supports the District of Columbia than other State's National Guard.
- MG Walker discussed the District of Columbia National Guard's Seven Step District Request Process and the Federal Request Process. He emphasized the ongoing requirement for mission analysis as well as his Immediate Response Authority (IRA) (for up to 24 hours with verbal approval from the Secretary of the Army and follow-up written authority within 48 hours).
- MG Walker discussed the D.C. National Guard's Joint Task Forces (JTF) – COVID, Guardian I (Civil Disturbance Response), JTF-Guardian II (Monument Protection), and JTF Freedom (March on Washington Anniversary). He emphasized that this time was dynamic, fluid, and fast-moving and that the Secretary of the Army remained very engaged throughout. He noted that on Friday, 29 May



2020, he had readied a Quick Reaction Force under his IMA then adjusted the June 2020 drill weekend to the following day to ensure he had personnel available. MG Walker stated that this short-notice change was a challenge as he has members of the D.C. Guard that reside as far away as California. He also discussed later setting up a 24-hour hotline, manned by ARNG Chaplains and behavioral health care providers, for Guardsmen to utilize due to the personal nature of the events during this time period.

- During JTF-COVID, 450 Guardsmen were mobilized.
- During JTF – Guardian I (Civil Disturbance Response), the DC Guard worked with other federal agencies, denying vehicle access to the White House and the surrounding eighteen acres and protecting those that assembled to exercise their First Amendment right in a safe and peaceful manner.
- During JTF - Guardian II (Monument Protection), 3800 additional Guardsmen were sourced by the Chief, National Guard Bureau, to keep federal monuments safe from disturbance and vandalism. By June 1<sup>st</sup>, 3,500 guardsmen from 12 states were on the ground. The D.C. National Guard is used to this challenge due to previous inauguration activities. They quickly set up RSOI, followed all CDC protocols, and screened for U.S. citizenship (which required Guardsmen to be deputized). Additionally, encampment orders were utilized, which is unique to the D.C. National Guard, allowing Federal employees to report for military duty and continued to be paid in their federal job.
- During JTF - Freedom (March on Washington Anniversary), Guardsmen worked in coordination with Transit, Metro, and Park Police, keeping crowds safe and preventing overcrowding at various traffic control points and metro stations.
- MG Walker stated that the D.C. National Guard continues to support JTF – COVID with approximately half of the original National Guardsman in support. He noted that in response to the District of Columbia's request for mortuary affairs support, both U.S. Army Reserve and U.S. Army active duty personnel were brought in to support the disposition of approximately 950 victim remains.
- Chairman Punaro asked MG Walker to discuss the chain of command for the D.C. National Guard. MG Walker answered that the Secretary of the Army is always in command. The only time he would not be is if he was under the Secretary of Defense and noted that ultimately, he is under the command of the President. However, they will support the request and follow directions of those agencies they support.
- Chairman Punaro asked about who could change the D.C. National Guard's Rules of Engagement. MG Walker stated that only the Secretary of Defense can direct a change.
- Chairman Punaro then asked MG Walker to discuss dual-status of command and how this was utilized in the most recent activities of the D.C. National Guard JTFs with the augmentation of active duty and USAR mortuary affairs personnel. MG Walker stated that they did make a request for dual-status command for his JTF Commander and that every General Officer and five O6s within his command have dual-status command qualification. In the case of the D.C. National Guard JTF - DC, the Secretary of Army approved and the Secretary of Defense concurred, but he understood that NORTHCOM did not concur as ultimately, they both report to the Secretary of the Army and essentially, the Secretary of the Army was the dual-status commander.
- MG (Ret) Orr asked about the greatest challenge of bringing in personnel from twelve states. MG Walker stated that without question, it was housing as this was a short-notice, immediate requirement and there were no contracts in place.
- MG (Ret) Orr then asked whether equipment sets were a challenge in supporting the JTFs. MG Walker stated that existing relationships were key. MG Omar J. Jones, U.S. Army District of Washington/JTF Headquarters-National Capital Region and MG John F. Hussey, Commanding General, 200<sup>th</sup> Military Police Command, U.S. Army Reserve, shipped all on-hand riot gear within a day and that General Hokanson, Chief, National Guard Bureau provided equipment as well. MG Walker noted in his After-Action Review to the Secretary of the Army that the D.C. National Guard should increase its stockpile of riot control equipment.



- MG Quinn asked about whether other State National Guard members were mobilized in Title 10 versus Title 32 status and why was there a need to invoke encampment. MG Walker replied that all National Guardsmen were in a Title 32 status in order to be legally deputized. He then responded that he has a number of Guardsmen employed by various federal government agencies (examples: Secret Service, ATF, FBI, DEA, and other government agencies) who would normally be required to remain with their government agency employer during civilian disturbances, and that encampment orders were utilized as it allowed him to bring these Guardsmen onto military duty for up to 22 consecutive days with no penalty to the Guardsmen's civilian agency, allowing the Guardsmen to receive pay from both entities with no loss of leave.
- Chairman Punaro asked if there would be any changes due to recent events with regard to Guardsmen residing in other states. MG Walker stated that he now has a geographical mapping tool which displays where all of his Guardsmen reside, which is overlaid with current COVID issues, to reduce surprise and provide predictability on how many and how quickly he could bring Guardsmen onto duty.

#### 1045 – Secretary of the U.S. Air Force Remarks

– The Honorable Barbara Barrett

- Secretary Barrett began her remarks by sharing her view that The Reserve Forces Policy Board is critical to both the defense of the nation and Reserve Component governance, in addition to how the Department of the Air Force is a beneficiary of the Board's insights and guidance
- The Secretary started with observations of the realities concerning the critical role that the Reserve Components play in the "Air Force we need" and shaping the US Space Force (USSF) and outlined the discussion of challenges in accounting for the fully burdened cost of regular and reserve manpower costs, in addition to the USSF's ability to expand in wartime with RCs.
- Secretary Barrett described what she considers realities concerning the RCs, noting that 38% of the overall DoD Total Force includes 41% of Fighter Squadrons in the Guard and Reserve, and 69% of stateside tactical airlift bases assigned to the Guard. The Secretary described that over one million DoD reservists have mobilized since 9/11/2001 while the RC continued to provide the layer of surge capacity to the Joint Force, while providing a layer of daily capacity to meet strategic objectives. Secretary Barrett added that this takes place all while reducing mission costs due to the Total Force mix. She also described recent Reserve Component contributions to pandemic response, with some reservists mobilizing on less than 48 hours' notice, and noted that Joint All Domain Command and Control would be not possible without the RC.
- The Secretary emphasized that as the Department continued to refine the "Air Force we need" in order to create irreversible momentum in carrying out the National Defense Strategy, that she recognizes that *"force mix and personnel cost remain key elements in the National Defense Strategy."*
- She explained how the Air Force employs the Total Force is dynamic and evolving, recognizing that before 2001, the relative cost of RC units was small in comparison due to infrequent mobilization and part time status for a large number of reservists. In shifting from strategic depth to a robust operational presence over the last nearly 2 decades, the Secretary described how the RC still costs less, but noted an Operational Reserve does not result same magnitude of savings as it once did.
- Because of this changing nature, Secretary Barrett concluded that developing the capacity to incorporate military personnel costs with speed and accuracy is essential to refining the Air Force's calculations. She described that the Air Force's Individual Cost of Airman Model, as noted by the Reserve Forces Policy Board's September 2019 report to the Secretary of Defense is available to the Department's analysts to assist in estimating fully burdened costs for all Total Force components. The Air Force also looks forward to leveraging results of the Total Force Cost Model study.



- The Secretary closed the cost discussion by highlighting that “Those tools are indispensable” in assessing today’s operational guard and reserve and describing that no matter what models are used or the assumptions applied, the more we surge the RC, the more it will cost.
- Secretary Barrett transitioned to remarks concerning the US Space Force, beginning by articulating that *the Department cannot execute space domain missions without Guard and Reserve* and that the Air Force is working with the Department of Defense to consider options for integrating current RC space functions into the US Space Force
- The Air Force is currently studying how to integrate current RC space functions by assessing requirements, operational impact, and feasibility of various options for a Space Force reserve component.
- The working group on the matter considered 5 key factors to assess the near term (1-3 year) and long term (10 year) timeframes. These included:
  - 1. Sustainability and Readiness
  - 2. Management and workability
  - 3. Cost
  - 4. Legislative changes
  - 5. Stakeholder perceptions.
- The Secretary underscored that is critical that *Reserve Components focused on space include innovative concepts and do not limit opportunities to build a flexible and permeable force*. This force will support both full time and part time options in order to recruit and retain a premier cadre of space professionals.
- Secretary Barrett noted that Air National Guard and Air Force Reserve units are already aligned and integrated with the US Space Force active component units across a range of missions, and that these citizen airmen are integral to operational depth and seamless support to daily space operations.
- The Secretary addressed that in order to design the US Space Force as lean, digital, and mission focused, the Department is building the newest branch of the Armed Forces with diligent and deliberate decisions. The NDAA directed the Department assess the Total Force construct through a 21<sup>st</sup> Century lens. Secretary Barrett emphasized that the Space Force has a unique mandate and an opportunity to build a best-in-class organization connecting talent management to space mission capability, while recognizing the importance of developing agility to meet the challenges emerging from strategic uncertainty, fiscal constraints, and evolving threats.
- Secretary Barrett asserted to the Reserve Forces Policy Board Chairman, that the Reserve Component remains vital to refining the Air Force and building the US Space Force to meet the demands of the National Defense Strategy. She described that America owes our Guard and Reserve a huge debt of gratitude, and that we simply cannot defend the homeland without citizen airmen.
- RFPB Chairman Punaro noted that as we face the current budget and expectations about a flatter budget in the future years, Defense leaders are concerned about deeper cuts in the Defense budget while the Department has the responsibility of adding a Space Force. The Chairman asked with much of the military and civilian leaders not experiencing the budget wars of the old days, how well are the Department Secretaries working together and talking about difficult issues without having this deteriorate into service parochialisms and looking at the bigger picture?
- Secretary Barrett agreed that everybody is anticipating a flat budget, while the Department of the Air Force has experience with doing more with less. She added that the Department will do the very best it can in supporting and protecting the homeland. On space, the Secretary articulated that she thinks that people really are attentive and conscious that American’s way of life is dependent on space. Space is a part of our everyday life and we must be able to defend it and people are increasingly conscious that without space we cannot defend the homeland. It is both a utility and a warfighting



domain at this point, while there is stiff competition in space. She stated we need to be strong in space, and her opinion it was a great move for Congress to establish a Space Force, and her mission is to make it as effective, efficient, and agile as possible.

- The Secretary addressed rivalries between the services and described that although there is wrestling over budget items, that the Secretaries work together very well. She articulated that long-time observers noted the good working relationship and that the group is privileged to have a former service secretary as Secretary of Defense.
- Lt Gen Scobee spoke about the flat or declining budgets ahead where readiness is a priority to ensure the Air Force Reserve maintains strategic depth. The Air Force Reserve conducts the business of the Air Force everyday with the operational layer the Secretary mentioned while working with the A3 and A58 to make sure we are able to maintain the availability to surge from strategic depth, meet operational needs, and simultaneously keep the cost ratio for the RC where it needs to be in order to be effective.
- Lt Gen Loh addressed RFPB Chairman's observation that the US Air Force was growing apart 8 years ago and how the conditions led to the National Commission on the Structure of the Air Force. The Director of the Air National Guard shared that he thinks that the Air Force is together now, more so than ever while observing that the current COVID-19 pandemic response operations represented largest and longest reserve component mobilization since WW2.
- To follow this discussion, Chairman Punaro asked the Secretary and Component Chiefs how they see the operational and strategic reserves in terms of the flat budget environment?
- Lt Gen Scobee described that one of the things that is definitely the case is that the higher reliance on the operational use of the reserve has definitely taken a toll. The Guard and Reserve really look closely at what we are doing to our service members, especially in regard to deploy to dwell ratios, and what the employers are willing to support. Approximately 75% of reservists are part time and that brings in a lot of perspective from their outside jobs to look at the operational reserve and the strategic aspect. The Air Force has to be careful because in order to support the National Defense Strategy, it needs to be able surge the capability. It is becoming very clear that the "Air Force we need" will be difficult to afford going forward, and that we will need to maintain the ability to surge. The operational layer must be balanced with the capability to do that surge. We found this balance, and it has been a collaborative effort to produce and maintain. When you put things in the RC, it means you are going to absolutely save money while figuring out what needs to be in the active component.
- Lt Gen Loh agreed that the Air Force has been looking at this a long time. He stated that 12% of the National Guard is employed today full time between the overseas fight and homeland response operations. He considered that to be about right after going to a high point over the summer. Lt Gen Loh described that he did not want to get much higher than that for the health of the force and that getting back to normal operations would mean about 8 to 9%. Lt Gen Loh articulated that he felt that active and reserve mix is pretty close to the right balance.
- Chairman Punaro concluded the session by thanking the Secretary and guests for their helpful remarks and communicated that the Reserve Forces Policy Board looks forward to continuing to work with them.

#### **1115 – Director, Army National Guard**

– Lieutenant General John Jensen, USA

- LTG Jensen opened his briefing with Army National Guard end strength reporting:
  - He stated that the current Guardsman staffing is at 99.65% of the end strength mission.



- He said that the recruiting force continues to press to meet end strength for the end of year snapshot to Congress and Chairman Punaro provided congratulations on this achievement given the current environment.
- LTG Jensen then provided an overview of the current domestic activities of the Army National Guard:
  - Fires: There are currently 76 named ground fires, burning over 2.6 million acres in 8 different states. Four State's Army NG are supporting the effort, with 900 Guardsmen from California currently in support and participating in the rescue of over 150 personnel from Lake Gettison. Guardsmen from Colorado, Oregon, and Washington are also supporting.
  - Hurricanes: There are currently 2,500 Army Guardsmen in support of Hurricane Laura response in Louisiana and Texas.
  - Civil Disturbance: Guardsmen are in support of civil disturbance response efforts.
  - COVID: Support for states' response is at its highest since mid-March at 15,000, but is on the decrease. The state of Michigan extended their NG response through March of 2021.
  - He stated that overall, there are approximately 20,000 National Guardsmen on some state of duty status.
- LTG Jensen noted some impacts to readiness of the Force from COVID 19:
  - Over 4,000 Guardsmen have contracted COVID, with 1,800 current cases.
  - Unfortunately, there have been two COVID-related deaths in the ranks.
  - Over 19,000 school seat quotas have been cancelled.
  - 3 out of 4 combat training center rotations have been cancelled this FY.
  - Fortunately, training has continued to meet the pre-deployment requirements for the Global Force Management Allocation Plan (GFMAP) deployments.
  - All demobilizations are conducting a two-week quarantine period.
  - The estimated cost to recover all the cancelled school seats is \$40 million, which will have to be spread over several years to regain the lost readiness.
- LTG Jensen discussed the challenges of the reduction in Full-Time Support to the Army National Guard staffing.
  - There has been a 9% loss in Full-Time Support authorizations since 2012.
  - In 2012, the staffing only met 74% of the authorized requirement.
  - Currently, the staffing only meets 64% of the authorized requirement.
  - Noting that this reduces readiness, he stated that he will continue to work with the Army Active Component to be staffed.
  - Chairman Punaro then offered support for this concern, noting that the Board can offer advocacy as required.
- LTG Jensen's next topic was Duty Status Reform as it pertains to remote assignments:
  - He stated that this topic is very important to the National Guard, and that in order to modernize the Force in support of the Operational Reserve, the National Guard needs duty status reform.
  - He said that there is currently no Title 32 duty status for Remote Assignment, this status still has to be Title 10 for remote training, Professional Military Education on-line from home, etc. Title 10 duty is more difficult to authorize than Title 32 duty.
  - LTG Jensen noted that OSD currently non-concurs with this proposal to add a Title 32 duty status for remote assignment due to the existing Congressional cap of 8 duty statuses. This proposal by the National Guard would make a 9th status.
  - Chairman Punaro added that the Board absolutely supports Duty Status Reform, and that his initial position used to be that there were only two statuses - on or off duty - but that has since changed noting the complexity of the topic.
  - The Chairman also noted that the Congressional cap of 8 statuses came after an adjustment from two to four, and then eventually 8, so change is possible.



- LTG Jensen indicated that he believes there is Congressional support for a Title 32 duty status for remote assignment based on his interactions with Congressional members and staff.
- Chairman Punaro offered to refer this topic to the RFPB Personnel Subcommittee for review.
- LTG Jensen received a question regarding impacts to equipment readiness due to COVID 19.
  - He briefed that COVID 19 will cause an unknown maintenance bill in FY 2021 due to the deferred maintenance this year.
  - He said that during FY 2021, the Army National Guard will focus on support to the equipment of deploying units but keeping in mind the upcoming requirements of FY 2022.
  - He then stated that there will be a review of overseas training plans to determine if it makes sense to incur that cost for the readiness gained.
  - LTG Jensen received a question regarding reorganization of the Force. He described that the Division/Corps-level will be the decisive combat unit for near-peer conflicts, and that the Army National Guard will need to reorganize the capabilities to support this requirement.
  - He said that the Army National Guard is shifting from Brigade-centric organization, seeking multi-domain capabilities at all levels to address the emerging cyber and other threats, per the NDS.
  - He stated that in order to create larger capabilities, the Guard is organizing the concept of “Align for Training”, which affiliates capabilities to the Division level to create familiarity and organization.
  - This concluded LTG Jensen’s comments, and Chairman Punaro thanked him for his comments and re-iterated the Board’s support for Duty Status Reform and congratulated him on the successful end-strength for FY 2020

#### 1145 – **Manpower and Reserve Affairs Update**

– Ms. Virginia Penrod, Acting Assistant Secretary of Defense for Reserve Affairs

- Chairman Punaro noted that Ms. Penrod is a very good friend to the RFPB, and has been acting as/performing the duties of the ASD since Feb 2018. He also noted that there were several NDAA provisions with which the RFPB has been very active. He then turned the presentation over to Ms. Penrod for a review of the pending 2021 NDAA.
- Ms. Penrod noted first that she would touch on Remote Duty topic that LTG Jensen had presented earlier, noting that she will be discussing this topic with the National Guard Bureau and some of the TAGs, and they are working through the issue.
- Ms. Penrod stated that this bill is pre-decisional and M&RA will provide a cursory review of topics of interest to RFPB, but can’t comment on any impacts because it is still pre-decisional. Ms. Penrod then introduced her staff who presented the National Defense Authorization Act and Defense Appropriations bills with respect to the Reserve Components.
- **Facilities:** Colonel Michaelle Munger, ARNG – Deputy Director for Real Property & Maintenance briefed the proposals related to environmental restoration and increased FSRM funding.
- **Materiel:** Colonel Sam Cook, USAR – Deputy Director, Materiel, briefed the proposals related to NGRE funding and provisions.
- **Personnel:** Colonel Tracy Smith, ANG – Director for Integration briefed the proposals related to SelRes end strengths and personnel policies, as well as initiatives related to Space Force.
- **Medical:** Colonel Jennifer Ahrens, USAR – Director, Medical Operations briefed proposals related to health care and Tricare.
- The Chairman asked if the House Bill language regarding the Reserve GO exclusion was the same provision that Secretary Stewart had briefed to the RFPB, which the RFPB then took a position on and advocated to SecDef, with OSD now supporting.
- Ms. Penrod indicated that she believed it is, but can confirm with MPP. Chairman Punaro then stated that the Senate provision sounds a little different, that the Chairman of the Joint Chiefs can allocate



- the positions that do not count so that Reserve General Officers can get their joint credit.
- Ms. Penrod indicated that there is a difference in the House and Senate versions, and that M&RA supports the provision that is most advantageous to the Reserve Components. Chairman Punaro asked if OSD has a position on Section 511, and Ms. Penrod answered that she would get back to him with the answer.
- The Chairman thanked Ms. Penrod and staff for a terrific report, and noted all the positive potential provisions for Guard and Reserve in the NDAA and Appropriations mark-up. He noted that NGREA funding in FY20 went towards funding the Border Wall which was subsequently changed, so this provision would prevent that action by future administrations. On provisions regarding the General Officers, the position that M&RA put together was persuasive to the Armed Services Committees.
- Chairman Punaro stated that most legislators go home 1 October during election years, and there are not many legislative days left before election. These bills will continue to get worked after the election, and all the RC Chiefs and Gen Stenner feel strongly about provisions for Joint credit.
- There were no further questions or comments from the Board.

## **1215 – Vice Chief, National Guard Bureau**

– Lieutenant General Marc H. Sasseville, ANG

- Lt Gen Sasseville filled in for GEN Hokanson, Chief of the National Guard Bureau, who was called to attend a meeting with the Secretary of Defense. He briefed the challenges facing the Nation in 2020, noting a global pandemic, economic issues, election year, fires, hurricane relief, riots, and the potential for a repeat pandemic. He said that the National Guard is a “bright spot in all of this,” and embraces our role as an Operational Reserve able to respond to both global and homeland missions.
- He noted that Hurricane Laura was the strongest hurricane ever recorded in the state of Louisiana, while simultaneous wildfires have displaced over 80,000 people in California and several other western states. He said that the National Guard has more than 1,100 citizen soldiers helping to battle the fires, and that the Nation expects to hear that the National Guard supports these domestic emergencies with supplies such as food, water, and shelter, and clearing of debris. However, he stated that the National Guard is supporting the relief efforts in ways not normally expected such as call center support, mask making, nursing home support, distribution at food pantries, making parts for ventilators, and even supporting the Oregon unemployment department: No matter the mission of the National Guard is ready to answer the Nation’s call.
- Lt Gen Sasseville specifically noted how the 1st Armored Brigade Combat Team (ABCT) of the 34th Infantry Division helped combat COVID-19 in Minnesota, and responded to the rioting and unrest on the streets of Minneapolis following the death of George Floyd. He said that this National Guard ABCT performed these homeland missions, and was also the first unit to go through the National Training Center during the coronavirus era. He noted that this is important because “it is a reminder of our primary mission in the war fight.”
- Lt Gen Sasseville explained that despite these significant challenges in 2020, the National Guard has not missed a single mission. He said “Our transformation from only being a strategic force to also being an operational force means that we can make great contributions to the national defense strategy.” He emphasized that for the National Guard to continue to improve its response capability, “we don’t need the rules to be changed, we do need to continue service level process innovation and the adoption of best practices to mobilize or activate.”
- He then noted, “This is essential to our present participation in dynamic force employment (DFE) which begins with readiness,” and that this also includes the space and cyber domains. He said that Space and cyber missions are not the future, but are a current reality, and that the National Guard currently has 4,000 soldiers that operate in missions in support of the cyber force. He briefed that in November, they will provide cyber security support during the election, and that some of these Guardsmen have cyber security expertise in their civilian careers as well. He then stated that Guard has similar capabilities in the space domain, and that for 25 years now the National Guard has been a



partner in the space enterprise, providing a great deal of the units equipped for surge to war Space Force capability.

- Lt Gen Sasseville then described the State Partnership Program (SPP) stating that in addition to Homeland Defense and response and the Operational Reserve functions, the National Guard provides 89 partnerships with 82 countries as part of the SPP. He stated that all National Guard States have at least one partnership, and that this promotes another tenant of the NDS: strengthening alliances. He noted that the state partnership program is growing at a rate of two to three new partnerships each year with Texas taking its first formal step for with a partnership with Egypt this year.
- He emphasized that the importance of this program cannot be overstated, and that it encourages military to military and military to civilian relationships, which are both mutually beneficial and enduring. He then discussed another SPP example where the Illinois National Guard and the country of Poland has existed for 27 years, performing more than 400 training events and subject matter expert exchanges. He noted that Polish forces have also deployed to Iraq and Afghanistan, serving side-by-side with allied forces, and that during COVID-19 response, Poland sent a medical team to Illinois to participate in the coronavirus response effort, and was able to share insights and expertise learned from their recent experience battling the coronavirus in Europe.
- He noted that the importance of this program cannot be overstated. He added that Secretary of Defense Esper has asked for five new partnerships for 2020, however, the current budget for the National Guard SPP does not support this expansion.
- Lt Gen Sasseville then asked for the continued support of the Reserve Forces Policy Board (RFPB) for National Guard families and employers who have continued to support our Nation. He further described that National Guard soldiers deploy, fight, serve and sacrifice in parity with the Active Component (AC), and that “We perform the same missions while balancing family and our civilian careers.” He stated that because of this, the Reserve Component force needs access to the same veteran’s benefits allowed for AC service members such as TRICARE and education entitlements.
- Lt Gen Sasseville then asked for RFPB support to “move duty status reform across the finish line.” He stated that the numerous duty statuses have a cascading effect, which affects benefits when service members are activated or mobilize and further affects their long-term retention in the force. He noted that many of our soldiers join the reserve forces for their families as a way to balance service with family life or create a better living for their loved ones. The reason they leave the service is also for their families, and that’s because we don’t value the time spent away from their loved ones, by not making that time worthwhile. He stated that we need to find ways to balance our service member’s military careers with their family lives, and that we need to recognize that military families share in the sacrifice: “It’s not a way to improve retention and recruitment, it’s just the right thing to do.”
- Chairman Punaro then noted, “One of the things we are concerned about as we move into flat budget environments, is making sure that we maintain the resources that we need to maintain the Guard as an Operational Reserve and not have them go back to the old strategic only days and being dusted off in only the most extreme circumstances.” He then stated that the current circumstances certainly show the reason we need an operational National Guard and Reserve Force. He then asked, “How comfortable are you, as we look at POM 2022, that we have the ability to maintain that operational flavor for the Guard?”
- Lt Gen Sasseville said, “Before I dig into that, I’m happy to take you up on your offer to represent the National Guard at the RFPB meetings.” He then answered the question by stating, “Yes, we are watching the budget very carefully,” and are working with the Army and the Air Force to make sure that operational capability is maintained and that we don’t regress back to the strategic reserve only framework. He emphasized that means CRTC rotations; that means full-time support; that means interoperability and the ability to continue to progress.
- Chairman Punaro then commented on the Space Force stating, “Brigadier General Hashem and the RFPB staff educated me on where things stand with regard to National Guard involvement in Space Force. I don’t think I fully understand the need for a National Guard Space Force bureau level higher



headquarters.” In the past the RFPB argued that the Guard and Reserve should be included in the cyber mission force even though at the inception of cyber force, there was only a plan for an AC Cyber Force, and that battle is long over and they are integrating the National Guard and Reserves into the Cyber Force. He stated the same argument applies to the Space Force, and that many Space Force capabilities are already existent in the National Guard. He then asked, “Why do we need to create a Space National Guard? We already have those units, why don’t we just put them under the Space Force in the Air Force just like the other space or cyber assets?”

- Lt Gen Sasseville responded that the Senate has asked OSD for a report on how to move forward with the Reserve Component (RC) in the Space Force. He said that the next step is to meet with the senior OSD leadership, and that Secretary Barrett supports the RC in the Space Force, and acknowledges the challenges in moving National Guard assets into the Space Force. He said that there still needs to be a tie back to the Title 32 chain of command, and that in order to do that, authorization from Congress is required to create a Space National Guard, noting that it is a matter of formality. He stated that the Army and the Air Guard are already in space, and that we won’t be doing anything differently other than standing up a structure that provides a standard line of accountability. He also noted that the Guard already provides a great deal of the missions, training and services to the Space Force, and that there are currently more than 1,100 National Guard members operating as part of the Space Force. He said that the only difference is the name tags say US Air Force, and for the name tags to say Space Force they must be placed into the Space Force while maintaining a Title 32 chain of command with organizational charts that go up to the Adjutant Generals in the states. He stated there is a plan to do that, and that it’s not going to cost any more money than it does today, and does not require growth. He said that as part of the Guard Bureau, the Guard has set aside or re-purposed positions that are currently in the Air Guard and that the Airmen and Soldiers assigned to these positions are already doing Space Force functions. He noted that OSD must figure out whether they’re going to support a Space National Guard or not, and that the other aspect of it is the Reserve inside of the Army and Air Force as part of the Space Force on the Title 10 side of things.
- Chairman Punaro responded, “I’m beginning to understand better because the Cyber Force remains part of the Air Force, but Space Force will be separate and different from that.”

#### **245 – Reserve Forces Policy Board Military Executive Closing Remarks Closing Remarks**

– Brigadier General John B. Hashem, USAR, *RFPB Military Executive*

- BG Hashem thanked the Board members for their participation in the meeting.

#### **1250 – Closing Remarks**

– MajGen Arnold L. Punaro, USMCR (Ret), Chairman, RFPB

- The Reserve Forces Policy Board concluded business, and the meeting was adjourned.

**\*\*End of Open Meeting\*\***



Arnold L. Punaro  
Major General, USMCR (Ret)  
Chairman, Reserve Forces Policy Board